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SOURCE Magyar Kozlony.

INTRODUCTION OF TECHNOLOGICAL WORK NORMS IN HUNGARY

The Council of Ministers has issued Decree No 32, dated 22 April 1952, introducing the system of technological work norms in Hungarian industry and containing the main principles for the preparation and application of the new norm system.

The decree states, among other things, (1) that the technological norms must be calculated on the basis of optimum productivity in the plant and the performance of outstanding workers and (2) that the introduction of practical innovations is mandatory.

The new norm system is designed to replace statistical norms, the application of which was permissible under Decree No 106 of 1951 of the Council of Ministers and would seem to represent a long step in tightening performance requirements. Since the new norms will be based on the performances of outstanding workers under optimum plant conditions, they will also be above the reach of the average workers and thus tend to depress their earnings.

In view of the numerous complaints made in the past by workers, party representatives, and government spokesmen that too many enterprises have slighted, or even completely ignored, the innovations submitted to them, it would appear that the provision of the present decree which makes mandatory the introduction of practical innovations may be aimed at enterprise managements.

The principal provisions of Decree No 32 of 1952 are given below.

The Council of Ministers has issued Decree No 32, dated 22 April 1952, relative to the preparation and application of work norms.

The Council of Ministers is aware of the fact that application of modern technology is limited to a restricted field in Hungary. Consequently, the bulk of existing work norms lack technological foundation and do not promote

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productivity and dissemination of the experiences of outstanding workers and plants. At the same time, the regulations concerning the application of work norms no longer guarantee wage discipline. For these reasons the following is decreed by the Council of Ministers:

A. Preparation of Norms

It is imperative to introduce new norms based on technological experience in place of work norms prepared on the basis of estimates or statistical methods. The technological work norm is calculated on the basis of the highest productivity and the most advanced technology in the plant and the results of outstanding workers. Estimated and statistical norms cannot be considered technological norms. Statistical norms are based on calculation of working time.

Preparatory to the establishment and introduction of modern technological norms, the following tasks must be performed: (1) in each plant the technical data of the machines and the technological instructions relative to the products must gradually be reviewed and modified; (2) in case no technical data is available for any machines used, this data must be calculated on the basis of optimum utilization; and (3) the technological instructions relative to the most frequent operations must be reviewed and, if necessary, modified. These tasks are the responsibility of the chief engineer.

The technological work norm must contain: (1) instructions (plan and details of the operation, manufacturing specifications, etc.) for the performance of work in accordance with modern technology; these instructions must be communicated to the workers in printed form; and (2) the time during which the work must be performed (time norm), or the amount of work to be performed during a unit of time (performance norm).

Prior to the introduction of technological norms, the manager is responsible for creating the conditions which are a prerequisite for the performance of the norms, in particular: (1) adequate organization of the shop (material, tool, blueprint supply, etc); (2) proper maintenance of the machines; and (3) adequate training of workers.

In determining the time element for technological norms the following conditions must be fulfilled: (1) the installation of the shop must permit maximum production; (2) the work must be performed by the best methods available; (3) the personal category of the worker must correspond to the category of the work performed; and (4) the time element must be calculated for above-average workers.

In mass and serial manufacture the operations must be broken down to the elements. In analyzing nonserial production, the breakdown does not have to be as detailed as in the case of serial manufacture.

The technological norms must allow for rest periods, which will be added in percentages to the norms on the following basis: (1) in the case of machine operations and other work requiring minor physical effort, as well as in group operation where work is not continuous, a 2-percent break is allowed without rest period; (2) in case of heavy physical work and work on transmission line, a maximum of 10 percent may be allowed for break and rest period; and (3) over 10 percent may be allowed only to outstanding workers with the permission of the minister. Time may also be allowed for shop servicing, except when the loss of time results from defective organization. Time for shop servicing is established by actual measurements, on the basis of which index numbers expressed in percentages will be calculated. In the future the ministries are required to state servicing time for the most important shops together with the norm bases.

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Norms must also be prepared for the preparation and termination of work, preferably according to norm bases, otherwise on the basis of time measurement. In case of serial manufacture, time for preparation and termination will be allowed only once. With a view to reducing the number of estimated norms, type norms are to be prepared by the ministries.

Under new conditions, temporary norms may be applied, provided that it is impossible to calculate technological norms prior to the beginning of operations. Temporary norms may be continued in force for a maximum period of 2 months. Time may be allowed for training for a maximum period of 2 weeks in case the worker is inexperienced. A new worker (usually skilled worker) may request time wages for a period to be specified by the manager of the enterprise, even if a norm exists for the work to be performed. Directives for the duration of time wages in the various branches of industry are to be issued by the ministers concerned. After a worker has performed work on a piece basis he is not permitted to work on a time basis.

B. Modification of Norms

All practical innovations must be introduced in plants; at the same time, the norms must be modified. In case of group work, the group norm must be modified after the introduction of any rationalization or change in technique which diminishes the personnel of the group.

It is not permissible to modify the norm in case the worker uses a method which is based on his personal abilities or requires special training. Modification of the norm is also prohibited if the innovation (rationalization, change in technological method) results in a maximum reduction in operating time of 5 percent in large serial, 8 percent in small serial, and 10 percent in non-serial manufacture. The difference between the old and new norms must be paid to the innovator within 6 months after the introduction of the innovation. All regulations on voluntary acceptance of innovations are rescinded.

Norms applicable to individual manufacture must be modified in case of conversion to serial manufacture. The norms must specifically state the number of pieces which constitute individual, small serial, or large serial manufacture, respectively.

New norms must be calculated when the work process or working time is changed (plant or shop reorganization, new machine, equipment, or tooling; increase in machine performance; mechanization; allocation of helpers; mandatory introduction of innovations; etc.). The norm may be modified in case an unintended or intended error was made in calculating the original norm.

Extra time may be allowed only in the following cases: (1) deviation from the tooling plan, specifications of operations, or shop servicing norm; break in serial manufacture; or temporary conversion from serial manufacture to individual fabrication; (2) supplementary work which is not yet incorporated in the specifications of operations and the norms; (3) repair of rejects in case it is not feasible to have the reject repaired by the worker responsible for it. In the absence of norms, the signatures of the shop chief, the norm clerk, and the representative of the trade union are required for the payment of extra time. In all cases, extra time must be certified by the norm and the shop chief. The enterprise is required to keep monthly records of extra time worked, with specific data on work performed.

Idle time is recorded by shops and months. It is not permissible to pay wages for idle time.

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C. Norm Records

Norms are approved by the enterprise manager or his delegate. Norm sheets for industrial branches are approved by the appropriate minister. Norm sheets affecting the jurisdiction of several ministries are coordinated by the National Wage Committee.

To ensure the realization of norms, a record of days worked must be kept: (1) for Stakhanovites, with a view to analyzing the utilization of the work day; (2) for average and below-average workers, to analyze and eliminate time lost due to organization; (3) for nonproductive workers, for setting up personnel norms; and (4) to check the execution of organizational measures.

In an effort to extend the application of Stakhanovite methods, work and time analyses of Stakhanovite performances must be prepared.

D. Grievances

In case the worker finds the norm unacceptable, he will report it to the shop chief but is nevertheless required to perform the work. The grievance is entered in a special record, provided the grievance is reasonable and the worker maintains it despite an unfavorable decision. The grievance, with the comment of the shop chief, is reviewed by the immediate superior of the person who set up the norm, e.g., head of the norm group.

The grievance must be remedied, provided that: (1) the work requires extra time; (2) working conditions have changed permanently relative to the conditions laid down in the norm; and (3) the norm is wrong. The decision may be appealed to the manager of the enterprise.

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